



A JOURNEY OF TRANSFORMATION

***Charting the Course for the Department of the Navy
Digital Voyage***

David M. Wennergren
Department of the Navy Chief Information Officer
e-mail: david.wennergren@navy.mil
703-602-1800





VIEWS OF THE ENTERPRISE



VIEWS OF THE ENTERPRISE



VIEWS OF THE ENTERPRISE



VIEWS OF THE ENTERPRISE



Our enterprise is networked people, organizations and technology that enable an integrated, highly capable naval warfighting team

A “networked world”
provides us the
opportunity to change ...

Envisioning A Networked World

While afloat, Petty Officer Smith has a winch motor to repair. He gets on his computer and within minutes is in contact with a NSWC Tele-Maintenance expert. He's solved his problem within the hour without requiring a Tech Assist Visit.



Envisioning A Networked World

In heavy seas, Petty Officer Jones slips on a ladder and sustains a severe compound fracture. HMC Brown, an independent duty corpsman, electronically contacts the Naval Hospital SD Tele-Medicine Unit. Via VTC an orthopedic specialist guides HMC Brown in successfully setting the leg.



Envisioning A Networked World



Gunnery Sgt Jackson suspects the presence of a biological agent.

He reaches back to the Center for Disease Control, via NMCI, for advice, downloads the information from his biological agent detection device, and is linked to Ft.

Dietrick, MD

for appropriate procedures. The Joint Command Center is immediately alerted and nearby platoons are warned of possible biological attack.

Envisioning A Networked World



Seaman Nottingham expects his first child in April. In early March, on deployment in the Indian Ocean, he receives an urgent message that the baby is on its way.

The XO sets up a VTC into the delivery room at Bethesda Naval Hospital. Seaman Nottingham participates in the birth of his new daughter.

After standing watch, LTJG Brown hops on his laptop and connects to the UVA Darden School Distance Learning Program. He's 3 courses away from his MBA. He sends in his research paper, complete with pictures and graphics, and since his professor holds office hours, connects on-line for a chat.



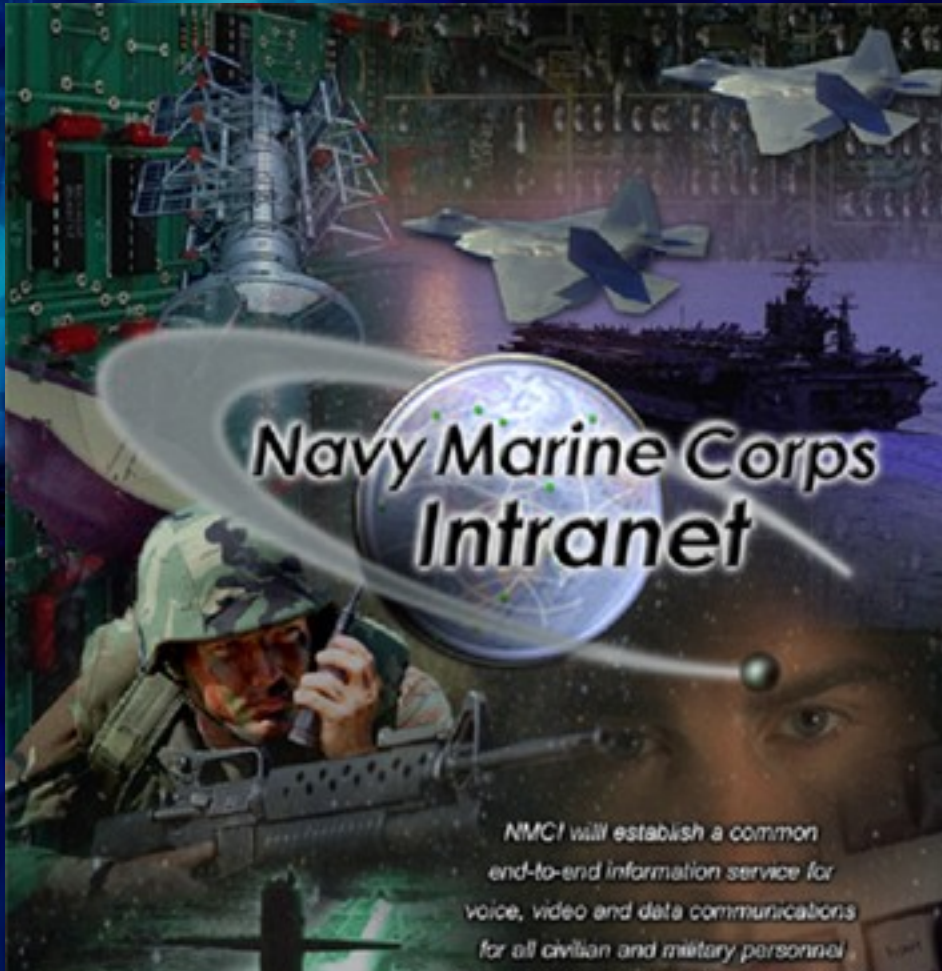


NETWORK CENTRIC WARFARE



We have already made
great progress ...

NMCI... MORE THAN JUST A NETWORK



"The Navy and Marine Corp's new Intranet program is a model. Instead of just to buy, run and maintain their own hardware and software, they outsourced the end-to-end operation That philosophy ought to be the rule, not the exception."

Warren Rudman and Josh Weston, Washington Post, 21 F

NMCI... MORE THAN JUST A NETWORK

9/11 RECONSTITUTION: The NMCI Strike Force was able to replace hardware, reestablish the network, and put roughly 700 people back online in a few short days.

MORE CAPABLE SAILORS FOR THE FLEET: The first of three NMCI assigned military personnel completed their Microsoft Certified Systems Engineer certification in January of 2004. 318 civilian certifications and NECs have been earned by NMCI-assigned personnel as of June 1, 2004.

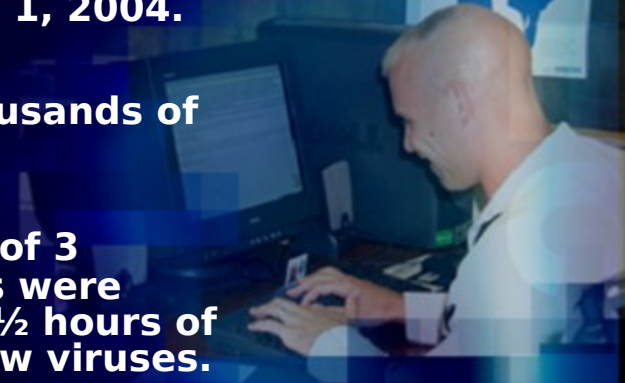
RATIONALIZATION OF LEGACY APPS: Tens of thousands of legacy applications identified for elimination.

GREATER SECURITY: When My Doom infected 1 out of 3 workstations in industry, only 20 of 160,000 workstations were infected on NMCI. Initial defenses were in place within 2 ½ hours of notification. NMCI has effectively dealt with over 2000 new viruses.

PKI TO EVERY DESKTOP: NMCI provides the infrastructure for PKI deployment across the Navy.

PIER SIDE CONNECTIVITY: Seat management contract levels the playing field between the IT "haves" and "have nots" and provides needed pier-side connectivity.

24/7 CONTINUITY OF OPERATIONS: NMCI provided 24/7 enterprise level network service through forest fires in San Diego, Hurricane Isabel in Norfolk and electromagnetic disruptions from increases in solar activity.



KNOWLEDGE DOMINANCE



"..providing the right information to the right decision-maker at the right time, thus creating the right conditions for new knowledge to be created." - Dow Chemical

LEGACY APPLICATIONS RATIONALIZATION PORTFOLIO MANAGEMENT



DON eBUSINESS OPERATIONS OFFICE



- **Innovation Center:** Helps Navy/Marine Corps organizations take advantage of private-public sector electronic innovations
 - Manage card and electronic transaction systems
 - Catalyst – clearinghouse for industry and DON best practices and lessons learned
 - Funding for DON Pilot Projects
 - “e” improvements to a DON process that increase productivity, yield operating savings, or improve quality of life/work
- Pilots should be short term (< 90 days) and scalable.

“An old English proverb states, “While the doctors consult, the patient dies.” Once a strategy has been established, moving expeditiously is crucial to success . . . because [reengineering initiatives] have so many moving parts that if one part stalls, the entire endeavor may grind to a halt.”

Norman Augustine, Chairman and CEO of Lockheed Martin, from Reshaping the Industry

WEB SERVICES... ENTERPRISE PORTAL

- Web Services are key to:
 - Sharing authoritative data across the DON
 - Supporting common business practices
 - Promoting commonality and integration across systems/business units
 - Facilitating “hands-off” application-to-application interactions
 - Providing personnel at all levels in the organization with access to authorized services and the intellectual capital of the Department
- Navy Marine Corps Portal
 - Enterprise portal structure for all Navy and Marine Corps users to access web-based applications
 - Constituent Portal structure emphasizing Web-service/open standard solutions
 - Embracing PKI digital certificates on the CAC for access and digital signature



Vision: Navy and Marine Corps warfighters and supporting organizations have network access to all required applications and authoritative information for mission accomplishment anywhere in the world in near real time

INVESTMENT MANAGEMENT & PERFORMANCE MEASUREMENT



- Capital Planning
 - Strengthening linkages between IT investments and Strategic Vision; IT Capabilities and PPBE process
 - Facilitating informed decision-making
- Exhibit 300's
 - Ensuring DON IT business cases are clearly articulated and program managers prepare quality 300's (UPASS)
 - First use of UPASS significantly increased DON scores
- Performance Measures
 - Developing outcome based metrics designed to quantify the value of our IT investments

DoD COMMON ACCESS CARD... PUBLIC KEY INFRASTRUCTURE

CAC



AUTHENTICATION TO WEBSERVERS



**DIGITALLY SIGNING DOCUMENTS,
TRANSACTIONS AND EMAILS**



ENCRYPTION



**ENABLING SECURE EBUSINESS
TRANSACTIONS OVER THE INTERNET,
WIRELESS, ETC.**

DoD Mandate: Common Access Card with PKI digital certificates required by all active duty, selected reserve, Civil service and on-site contractor personnel

DoD IDENTITY MANAGEMENT

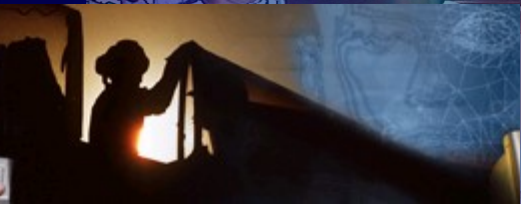
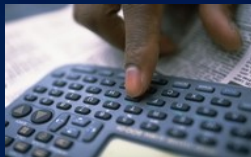
Senior Coordinating Group

DoD Common Access Card (Smart Cards)

Public Key Infrastructure

Biometrics

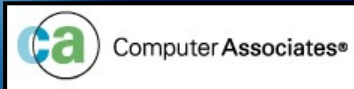
CAC



A STRATEGIC PARTNERSHIP WITH INDUSTRY



INITIATIVE



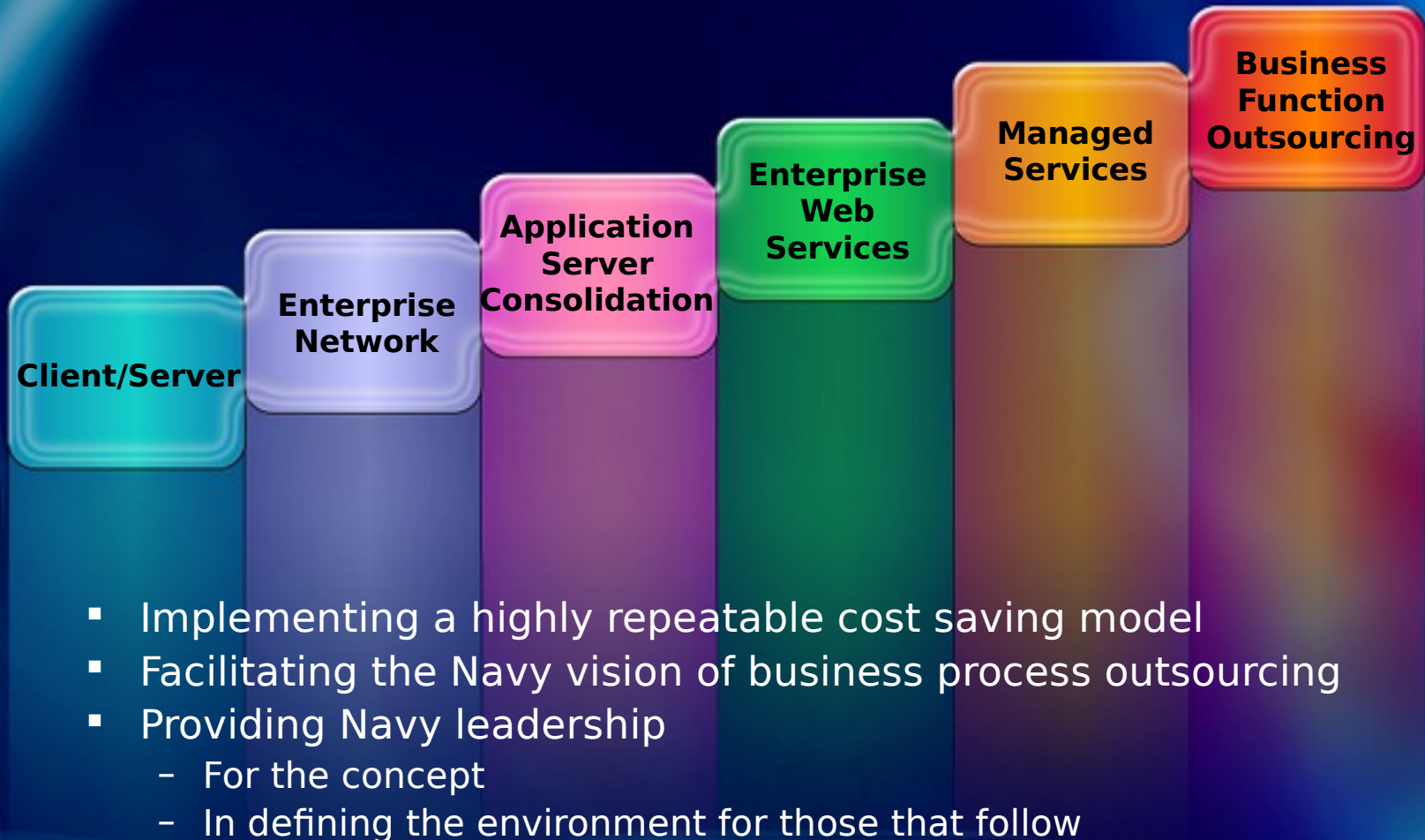
Leverages DON buying power for IT

ALIGNING WITH BEST PRACTICES

- XML
 - DON first comprehensive XML policy in the DoD
 - DON XML Developers Guide adopted by Fed CIO Council
 - Actively engaged in standards bodies... OASIS, W3C
- COTS Solutions
 - GSA Smart BUY
 - DoD Enterprise Software Initiative (ESI)
- IPv6
 - DoD/DON transition planning
 - Industry best practices
- Applications hosting, asset management, etc...
 - Enterprise shared files
 - Web services-based solutions

Leveraging government and industry best practices to deliver affordable, maintainable, standards-based solutions

DIGITAL GOVERNMENT EVOLUTION



eBUSINESS SUPPLY CHAIN/PRODUCTION STREAMLINING

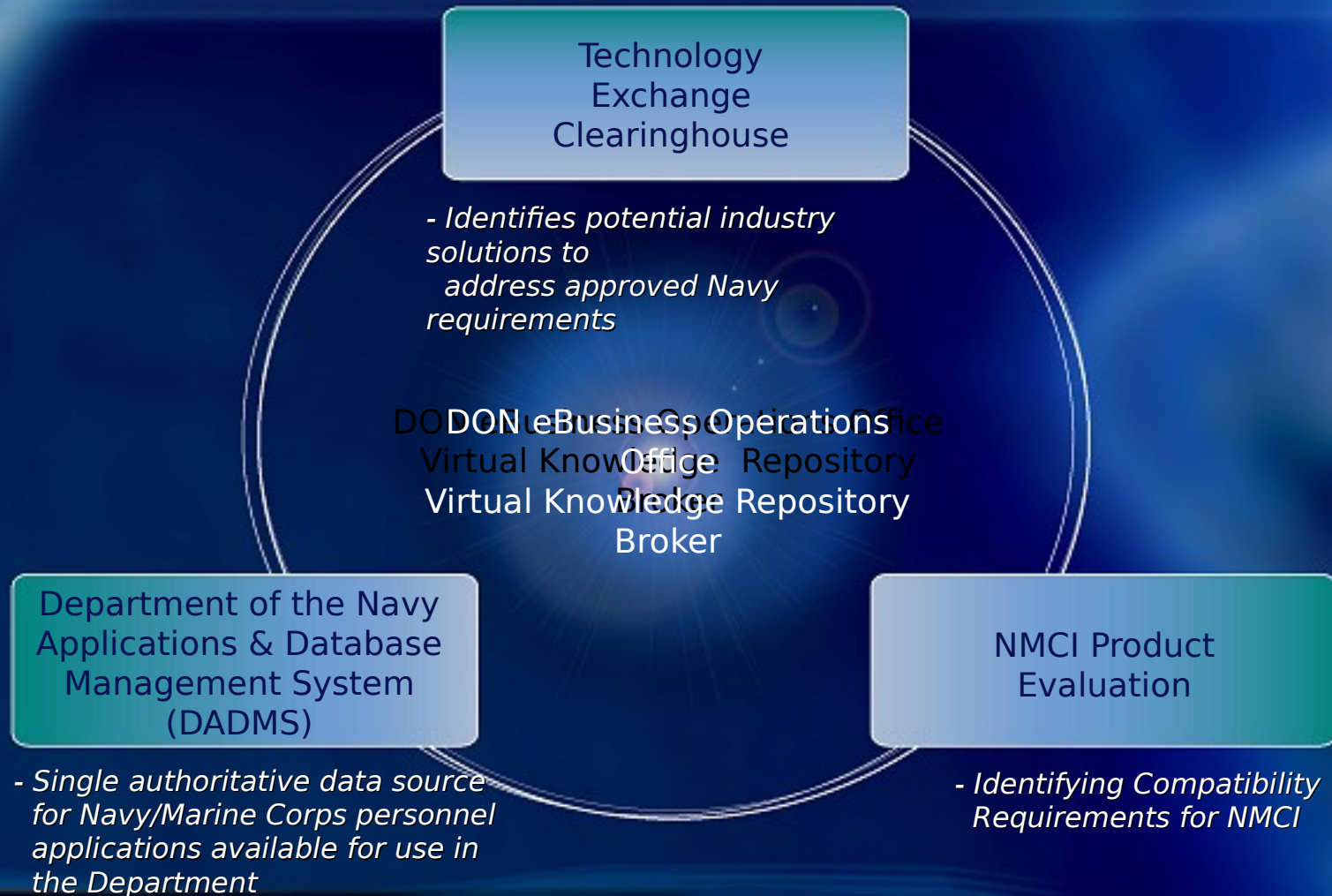
DRESS SHIRT EXAMPLE



- TAL manages Penny's shirt inventory (by style/color/size for each of 1040 stores)
- No extra inventory for Penny's (was 3 months in store plus 6 months in warehouse)
- Capital unfettered (saving 15 cents/shirt on central warehouse sorting alone)
- Response to demand shifts

Next generation business function outsourcing

A VISION FOR MATCHING REQUIREMENTS TO SOLUTIONS



LOOKING TO THE HORIZON

Together,
we must lead this change .



CHANGE

(PARAPHRASING KING WHITNEY, JR.) PRESIDENT, PERSONAL LABORATORY, INC.

CHANGE HAS CONSIDERABLE PSYCHOLOGICAL IMPACT

REPRINTED Wall Street Journal 6/7/67

- *To the fearful it is threatening,
because it means things could get worse.*
- *To the hopeful it is encouraging,
because it means things could get better.*
- *To the lazy it is irritating,
because it means work either way.*
- *To the confident it is inspiring,
because the challenge exists to make things
better.*

TEACHING PEOPLE TO FISH . . . TOOLS FOR POLICY DEPLOYMENT

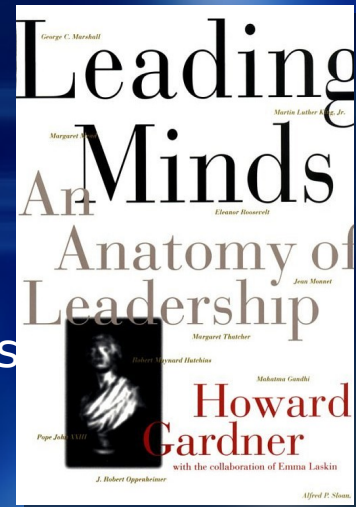


THE POWER OF STORYTELLING

The common traits of a successful leader:

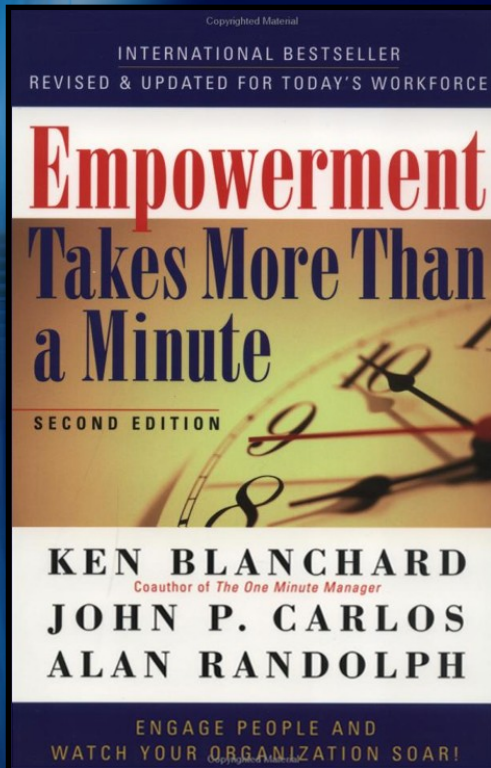
- Significantly affects the thoughts and behaviors of others
- Is a good storyteller.
- Fashions stories – principally stories of identity.
- Embodies the story in his or her life.
- Effectively wrestles with the stories that are all ready operative in the minds of the audience (or the counter-stories that will resonate in the minds of unconvinced listeners).

Stories must be repeatable (they must stick with you), and they usually need to include some fact or evidence to affirm their validity (even if it is anecdotal).



EMPOWERING PEOPLE... *learning to let go*

- Today's complex problems are difficult to solve in a traditional hierarchical organization
- Successful 21st Century organizations must be:
 - Customer Driven
 - Fast and Flexible
 - Cost Effective
 - Continually Improving



Keys to Empowering Individuals to Work in Highly Effective Teams

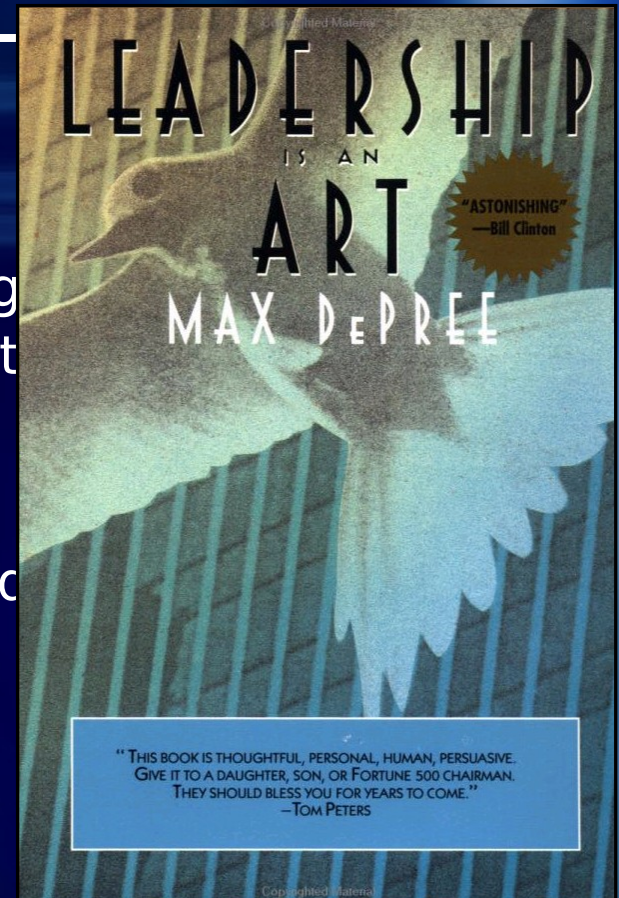
1. Sharing Information
2. Creating Boundaries that Allow for Autonomy
3. Replacing the Existing Hierarchy with Self-Directed Teams

If you're going to empower people, you have to give up control and still remain accountable

- Ken
Blanchard

LEADERSHIP IS AN ART

- Anything truly creative results in change and if there is one thing that an institution finds difficult to handle, it is change.
- Covenant relationships rest on shared commitment to ideas, issues, goals and management processes.
- Roving leadership – participative, empowered leaders – who emerge, based on the situation and skills required at the moment.
 - Requires trust and a clear sense of interdependencies

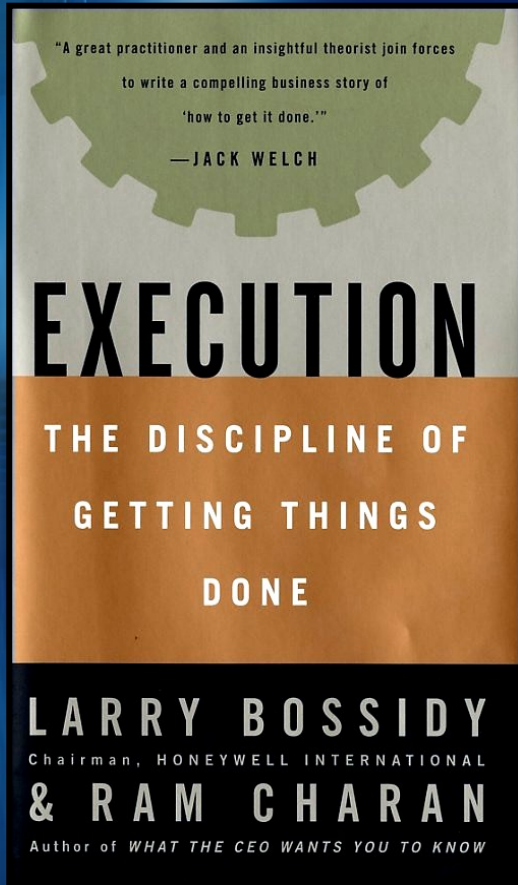


“[Great Leaders] see opportunity where others see trouble”

- Max DePree

EXECUTION... *a systematic way of exploring reality and*

factoring out cultural change fail because they are not linked to improving business out



7 Essential Behaviors of Leaders

1. Know your people and your business
2. Insist on realism
3. Set clear goals and priorities
4. Follow through
5. Reward the doers
6. Expand people's capabilities
7. Know yourself... (it takes emotional fortitude)

Strategic Plans – A Tool: A good strategy process is one of the best devices to teach people about execution. It makes the mind better at detecting change.

“Leaders get the behaviors they exhibit and tolerate.”

- Larry Bossidy and Ram Charan -
Execution

WHAT HAVE YOU DONE FOR THE NAVY TODAY?

CARRIER STRIKE
GROUP DEPLOYED
IN THE PERSIAN
GULF

Priceless

S

DDG 51 - ARLEIGH
BURKE CLASS
DESTROYER



~\$1B

FA-18 E/F SUPER
HORNET



~\$50

M

TACTICAL
TOMAHAWK
BLOCK IV



~\$1
M

AGM-154 JOINT
STANDOFF
WEAPON



~\$15

OK



~\$72K

CG 47
ADDITIONAL
"STEAMING DAY"

PHD FOR AN
AWCM



~\$60

GBU-12



~\$15

*The savings you generate today...
could save someone's life tomorrow*

DEPARTMENT OF THE NAVY

INFORMATION MANAGEMENT & INFORMATION TECHNOLOGY

STRATEGIC PLAN

FY 2004-2005



**DON CIO: PUTTING INFORMATION TO WORK FOR OUR
PEOPLE.**

PEOPLE

INFORMATION

<http://www.doncio.navy.mil>

TECHNOLOGY

(703) 602-1800
david.wennergren@navy.mil